

## A STUDY ON RELATIONSHIP BETWEEN WORK RESTRUCTURING AND JOB SATISFACTION OF THE RAILWAY EMPLOYEES IN TAMILNADU

S. SELVAKUMARI<sup>1</sup> & P. VIJAYA BANU<sup>2</sup>

<sup>1</sup>Assistant Professor, Department of Business Administration, BDU Constituent College of  
Arts and Science, Nagapattinam, India

<sup>2</sup>Associate Professor and Research Advisor, Department of Business Administration, RDB College of  
Arts and Science, Papanasam, India

### ABSTRACT

*The satisfaction of employees in an organization does not only depends upon the monetary benefits they earned but also it depends upon the different human behavior and different working conditions such as canteen, drinking water, washroom facilities, first aid appliances availability, sit out, restroom, creches, spittoons etc. The inherent factors of job satisfaction such as a type of work, occupational status, skill, geographical environment, work conditions etc. have to be given to the employees. The measures such as co-operation, development, communication, employee counseling, labor welfare, worker participation in management, incentives, and grievance procedure helps to attain full satisfaction in the job. Complete job satisfaction creates perfect understanding among the workers and in such a way there are possibilities to attaining their common goal.*

*The people in the organization can be working with the coordination, enthusiasm, complete cooperation. Group coherence is possible in the working place. By the way, the time consumption, cost consumption, energy consumption of the higher authority is reduced. Motivation process is no need for the employees who are completely satisfied in their job. The researchers are considering the job satisfaction of electricity workers in the railway department in Tamil Nadu.*

**KEYWORDS:** Crèches, , Occupational Status, Skill & Geographical Environment

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### INTRODUCTION

Job satisfaction is in regard to one's feelings or state of mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors such as the quality of one's relationship with their supervision, the quality of the physical environment in which they work, a degree of fulfillment in the work etc. The factors are relating to the personality of the worker and the work situation. The personality factors are sex, age, intelligence, experience, mentality etc. The work situation factors are the remuneration, security, and stability of the job, recognition, working conditions, expectation, supervision etc. Job satisfaction makes the employees involvement, commitment and loyalty towards the job and secure the integration of the individuals and groups within the organization. Group coordination is very important in the organization. By the way, it is possible to work without disputes, clashes, conflict among the workers. A small clash arising in the organization creates a big problem and at last, it has come under the interference of trade union. Highly satisfied employees perform very well and it gives positive approaches to the organization. That may be a full enthusiasm in work, creativity, innovation skills, best performance and achievement higher than target of employees are possible. It is very important to the employer to

create job satisfaction to the employee by providing benefits such as fringe benefits, increments, incentives, promotion, maternity and good working condition such as air ventilation, canteen, washroom, first aid appliances sit outs, spittoons etc. facilities such as leave facilities, transfer, loan facilities etc. are basic needs to an employee.

Indian Railway is a mass department and electrical is one of the divisions of railway. Electrical works have been done with very carefully. If any difficulty is arising to any worker in the workplace, the department is fully responsible. They have to provide proper first aid action and further medical treatment. At the same time, they have to give compensation to the particular injured employee partially or fully as per the injuries. The railway department must secure these immediate recovering facilities for the employees. These factors are determined the satisfaction of the employees in a particular job.

### **Statement of the Problem**

This study has concentrated mainly the job satisfaction reference to the Railway workers. A railway is a huge department and there are more employees working in different sub-department. Electricity is one of the sub-department. Electrical works are the hazardous one and the employees must do their job very carefully and continuously. So the employer must provide proper facilities to the employee. The safety devices such as the elimination of fatigue, a proper speed of work, good and sufficient lighting, controlled atmosphere, safety campaigns, posters, safety committees, safety habits, motivating safety, first aid appliances, fire extinguisher are the necessary one in the working area. This study gives important to the opinion and suggestion from the employees about job satisfaction.

### **Scope of the Study**

The present study considering the opinion about the job satisfaction of electricity employees, after work restructuring of railway department in Tamil nadu. Fifty employees are given their suggestion about their job conditions. The analysis is made from their opinion and suggestion. The employees are co-operated to provide the required data.

### **Objectives of the Study**

- To understand the Job Satisfaction of railway employees particularly the electricity department.
- To know the railway employees opinion about the different working environment such as a relationship with co-workers, supervision, working hours provided.
- To study the factors such as benefits, salary, facilities provided in working place, labor union activities are considered by the employees in their job.
- To offer the suitable suggestion to improve the job satisfaction of the Railway employees
- To study the factors of safety measures such as first-aid appliances, first-aid wardrobe facilities, safety committees etc.

## **METHODOLOGY**

The primary data relating to job satisfaction with reference to electricity workers were collected through interviewing the electricity workers. The methodology has been followed to analyze the employee's opinion about the benefits given in the Job and employee's perception of job security and the working conditions. Interview schedule has

been used for collecting the required data from the employees.

### **Sampling**

Fifty of Railway workers are selected in specific Railway Stations since no other sampling technique can be effectively employed. Due to beyond the control of the researcher convenient sampling technique was administrated in this study. The primary data is collected by using the structured questionnaire through personal interview and secondary data is collected by referring related books and website of the railway department.

### **Factors Affecting Job Satisfaction**

All individual do not derive the same degree of satisfaction though they perform a job under the same environment and at the same time. It appears that besides the nature of the job and job environment there are individual variables, which affect job satisfaction. Thus, all those factors that provide a fit among individual variables, nature of the job, and situational variables determine the degree of job satisfaction. The degree of satisfaction is differed due to the personal factors such as sex, age, intelligence, experience and mentality and the work situation factors such as remuneration, security, and stability of job, recognition, working conditions, supervision etc.

Herzberg classifieds the factors of job satisfaction as

- Recognition
- Achievement
- Work
- Company policy and administration
- Salary
- Advancement
- Responsibility
- Technical supervision
- Interpersonal relations with supervision
- Possibility of growth
- Working conditions
- Interpersonal relations with supervision
- Interpersonal relations with subordinates
- Status
- Personal life
- Job security

Those factors affecting the job satisfaction of employees.

## FINDINGS

The majority number of officers and labors are the age pattern 45 to 55 years.

- Majority number of respondent's are well educated.
- 56% of the respondents have been receiving the monthly income above Rs.15,000.
- Majority of the respondents are satisfied with their salary.
- Monetary rewards of increments are considered as positive because 84% of the respondents are satisfied about increments.
- Majority of the respondents are satisfied about promotional avenues.
- Respondents are satisfied about the loan and transfer facilities provided by the railway department within a short period of time.
- Majority no. of the respondents are satisfied with their benefits such as increments, leave given, employer approach, labor union activities etc. and working conditions such as supervision, relationship with co-workers, working hours provided etc.

## Suggestions

Salary is the prime determinant of job satisfaction. Therefore the salary of the employee needs revision. The railway department has to take steps for revision. The pay scales of the workers to improve their satisfaction level.

- Providing adequate transfer facilities to the employees for the betterment of workers.
- Steps to be taken to form employee grievance – redressal in order to increase the welfare of employees.
- Improve the promotional opportunities to the employee such as fringe benefits, incentives, etc...
- Railway department should conduct the training programme of repairs and maintenance of train coaches to the employer, employees, and labors to avoid accidents.
- Loan facilities should be further improved to the betterment of employees.
- Railway department should conduct some special programme of awareness of railways, safety, the procedure for maintenance of coaches minimizing losses to their employees.
- The present supervisory system needs more modernization one. Hence steps may be taken by the Railways.
- Experienced person appointment for the post of Train Engine drivers. It reducing the accidents.

## CONCLUSIONS

The present study covers job satisfaction as well as benefits given by the employer such as increments, promotion, and transfer facilities. The analysis of job satisfaction of railway employees in Tamilnadu is in very good condition. Only the salary factor has to be considered by the railway department. From the suggestions and opinion of the employees, it is possible to work in a smooth manner without any disputes among the workers and can be maintaining a good relationship between the employer and employees.

## Data Analysis and Interpretation

**Table 1: Personal Data of the Respondents**

Sl. No	Items	Category	No. of Respondents	Percentage
01	Age	25-35	05	10
		35-45	13	26
		45-55	32	64
02	Gender	Male	50	100
		Female	-	-
03	Marital status	Married	07	14
		Unmarried	43	86
04	Educational Qualification	SSLC	09	18
		HSC	05	10
		U. G	20	40
		P. G	16	32
05	Status of the Employee	Officer Rank	14	28
		Clerical Rank	12	24
		Labor Rank	24	48
06	Monthly Income	Below 10,000	06	12
		10,000-15,000	16	32
		Above 15,000	28	56

**Source:** Primary Data

Table 1 shows the personal data of the respondents. All employees are male and the majority of them are married. Out of 50 respondents, 32% of respondents are educated up to postgraduate, 40% of respondents are educated up to undergraduate, 18% of the respondents are educated up to SSLC, 10% of the respondents are educated up to HSC. Majority of the respondents are well educated. 28% of respondents are working in officer rank, 24% of respondents are working in clerical rank, 48% of the respondents are working in labor rank, 56% of the respondents are earning above Rs.15,000, 32% of the respondents are earning between Rs.10,000 and Rs.15,000, 12% of the respondents are earning below Rs.10,000. Majority of the respondents are earned above Rs. 15,000.

**Table 2: Employee's Opinion About their Benefits**

Sl. No	Benefits	Employee's Opinion	No. of Respondents	Percentage
01	Fringe Benefit	Satisfied	39	78
		Dissatisfied	02	04
		No Opinion	09	18
02	Promotional Avenues	Satisfied	34	68
		Dissatisfied	12	24
		No Opinion	04	08
03	Increments	Satisfied	42	84
		Dissatisfied	04	08
		No Opinion	04	08
04	Leave Facilities	Satisfied	43	86
		Dissatisfied	02	04
		No Opinion	05	10
05	Employer	Satisfied	42	84
		Dissatisfied	05	10
		No Opinion	03	06
06	Labor Union Activities	Satisfied	42	84
		Dissatisfied	05	10
		No Opinion	03	06
07	Salary	Satisfied	24	48

		Dissatisfied	20	40
		No Opinion	06	12

Source: Primary Data

Table 2 shows that only 78% of the respondents are satisfied with their fringe benefits, 4% of the respondents are dissatisfied and 18% of the respondents have no opinion about their fringe benefits. 68% of the respondents are satisfied and only 8% of the respondents are no opinion with regard to the promotional avenues. Majority of 84% of the respondents are satisfied with their annual increments and 86% of the respondents are satisfied about leave facilities. 84% of the employees are satisfied with their employers and only 6% of the employees have no opinion about their employer. Majority of 84% of the respondents are satisfied with the activities of their labor union activities, only 10% of the respondents are dissatisfied with their labor union activities. 48% of the respondents are satisfied with their salary and only 12% of the respondents have no opinion about the salary. Majority of respondents are satisfied with the benefits given in the job. Only the salary is not a satisfactory factor of more respondents.

**Table 3: Employee's Opinion about Working Environment**

Sl. No	Working Conditions	Employee's Opinion	No. of Respondents	Percentage
02	Supervision	Good	44	88
		Fair	06	12
		Poor	-	-
03	Co-Workers	Good	38	76
		Fair	12	24
		Poor	-	-
04	Working hours	Good	27	54
		Fair	23	46
		Poor	-	-

Source: Primary Data

Table 3 shows that 88% of the respondents feel that the supervision is in good condition, only 12% of the respondents feel that the supervision is in fair condition, There is no respondents feels that the supervision in bad condition. Majority 76% of the respondents have a good attitude with their co-workers. 54% of the respondents feel higher working hours in a day and 46% of the respondents feel normal working hours in a day. Totally there are no poor working environment in the railway department and no employee gives their opinion about the working environment as poor.

**Table 4: Employee's Opinion about Transfer and Loan Facilities**

Sl. No	Employee's Opinion	No. of Respondents			
		Adequate	Percentage	Inadequate	Percentage
01	Transfer Facilities	36	72	14	28
02	Loan Facilities	45	90	05	10

Source: Primary Data

Table 4 shows that majority 72% of the respondents is adequate with transfer facilities and only 28% of the respondents are inadequate with transfer facilities. The majority 90% of the respondents are adequate in loan facilities. From the analyses of the data provided by the employee, it is inferred that transfer and loan facilities are easily provided as per employee's wish.

**Table 5: Employee's Suggestions about their Services**

Sl. No	Job and Services	Employee's Suggestions	No. of Respondents	Percentage
01	Training and development process of Job	Good	06	12
		Fair	43	86
		Poor	01	02
02	Improve services of Southern Railway	To increase no of workers	21	42
		Reduce Working hours	19	38
		Others	10	20

**Source:** Primary Data

Table 5 shows that 12% of the respondents suggest that the Training and Development process is good. 86% suggest that it is fair and only 2% suggest that it is poor. Maximum respondent's opinion about training and development process is an acceptable one. The maximum number of respondents 21% suggests increasing the number of railway workers. 19% of the respondents suggest reducing the working hours. No worker joined by the compulsion of others.

### Testing of Hypothesis

**Table 6: Age and Promotional Avenues**

Age/Promotional Avenues	Satisfied	Dissatisfied	No Opinion	Total
25-35	02	02	01	05
35-45	08	04	01	13
45-55	24	06	02	32
<b>Total</b>	<b>34</b>	<b>12</b>	<b>04</b>	<b>50</b>

**Source:** Primary data

Null hypothesis (Ho) There is no significant difference between the age and promotional avenues towards job satisfaction.

Alternative hypothesis (H) There is a significant difference between age and promotional avenues towards job satisfaction.

Degree of freedom = 4

Table value at 5% level of significance is 9.488

Calculated value is 4.059

### Inference

Here the calculated value is less than the table value. So the null hypothesis is accepted and an alternative is rejected. Therefore it is proved that there is no significant relationship between age and promotional avenues towards job satisfaction.

**Table 7: Education and Increments**

Education/Increments	Satisfied	Dissatisfied	No Opinion	Total
SSLC	07	01	01	09
HSC	03	01	01	05
UG	18	01	01	20
PG	14	01	01	16
<b>Total</b>	<b>42</b>	<b>04</b>	<b>04</b>	<b>50</b>

**Source:** Primary data

Null hypothesis (Ho) There is no significant difference between the Education and increments towards job satisfaction.

Alternative hypothesis (H) There is a significant difference between Education and increments towards job satisfaction.

Degree of freedom = 6

Table value at 5% level of significance is 12.592

Calculated value is 3.079

### Inference

Here the calculated value is less than the table value. So the null hypothesis is accepted and the alternative is rejected. Therefore it is proved that there no significant relationship between education and increments towards job satisfaction.

**Table 8: Income and Promotional Avenues**

Monthly Income /Promotional Avenues	Satisfied	Dissatisfied	No Opinion	Total
Below 10,000	04	01	01	06
10,000-15,000	10	05	01	16
Above 15,000	20	06	02	28
<b>Total</b>	<b>34</b>	<b>12</b>	<b>04</b>	<b>50</b>

Source: Primary data

Null hypothesis (Ho) There is no significant difference between the income and promotional avenues towards job satisfaction.

Alternative hypothesis (H) There is a significant difference between income and promotional avenues towards job satisfaction.

Degree of freedom = 4

Table value at 5% level of significance is 9.488

Calculated value is 1.331

### Inference

Here the calculated value is less than the table value. So the null hypothesis is accepted and an alternative is rejected. Therefore it is proved that there no significant relationship between income and promotional avenues towards job satisfaction.

**Table 9: Employee Status and Labour Union Activities**

Labor Union Activities	Officer Rank	Clerical Rank	Labor Rank	Total
Satisfied	11	10	21	42
Dissatisfied	02	01	02	05
No opinion	01	01	01	03
<b>Total</b>	<b>04</b>	<b>12</b>	<b>24</b>	<b>50</b>

Source: Primary data



Null hypothesis (Ho) There is no significant difference between the Employee status and labor union activities towards job satisfaction.

Alternative hypothesis (H) There is a significant difference between Employee status and labor union activities towards job satisfaction.

Degree of freedom = 4

Table value at 5% level of significance is 3.357

Calculated value is 0.7156

### **Inference**

Here the calculated value is less than the table value. So the null hypothesis is accepted and an alternative is rejected. Therefore it is proved that there no significant relationship between employee status and labor union activities towards job satisfaction.

**Table 10: Age and Increments**

Age /Increments	Satisfied	Dissatisfied	No opinion	Total
25-35	03	01	01	05
35-45	11	01	01	13
45-55	28	02	02	32
<b>Total</b>	<b>42</b>	<b>04</b>	<b>04</b>	<b>50</b>

**Source:** Primary data

Null hypothesis (Ho) There is no significant difference between the Age and Increments towards job satisfaction.

Alternative hypothesis (H) There is a significant difference between Age and Increments towards job satisfaction.

Degree of freedom = 4

Table value at 5% level of significance is 9.488

Calculated value is 6.198

### **Inference**

Here the calculated value is less than the table value. So the null hypothesis is accepted and an alternative is rejected. Therefore it is proved that there no significant relationship between age and increments.

**Table 11: Educational and Promotional Avenues**

Educational Qualification /Promotional Avenues	Satisfied	Dissatisfied	No Opinion	Total
SSLC	05	03	01	09
HSC	02	02	01	05
UG	15	04	01	20
PG	12	03	01	16
<b>Total</b>	<b>34</b>	<b>12</b>	<b>04</b>	<b>50</b>

**Source:** Primary data

Null hypothesis (Ho) There is no significant difference between the Educational qualification and Promotional avenues towards job satisfaction.

Alternative hypothesis (H) There is a significant difference between Educational qualification and promotional avenues towards job satisfaction.

Degree of freedom = 6

Table value at 5% level of significance is 12.592

Calculated value is 3.542

### Inference

Here the calculated value is less than the table value. So the null hypothesis is accepted and an alternative is rejected. Therefore it is proved that there no significant relationship between educational qualification and promotional avenues towards job satisfaction.

**Table 12: Monthly Income and Salary Benefit**

Monthly Income /Salary1 Benefit	Satisfied	Dissatisfied	No Opinion	Total
Below10,000	03	02	01	06
10,000-15,000	08	06	02	16
Above 15,000	13	12	03	28
<b>Total</b>	<b>24</b>	<b>20</b>	<b>06</b>	<b>50</b>

**Source:** Primary Data

Null hypothesis (Ho) There is no significant difference between the Monthly income and Salary benefit towards job satisfaction. Alternative hypothesis (H) There is a significant difference between the Monthly income and Salary benefit towards job satisfaction. Degree of freedom = 4

Table value at 5% level of significance is 9.488

Calculated value is 0.332

### Inference

Here the calculated value is less than the table value. So the null hypothesis is rejected and the alternative is accepted. Therefore it is proved that there no significant relationship between Monthly income and salary benefit towards job satisfaction.

**Table 13: Age and Leave Facilities**

Age /Leave Facilities	Satisfied	Dissatisfied	No Opinion	Total
25-35	03	00	02	05
35-45	11	01	01	13
45-55	29	01	02	32
<b>Total</b>	<b>43</b>	<b>02</b>	<b>05</b>	<b>50</b>

**Source:** Primary data

Null hypothesis (Ho) There is no significant difference between the Age and Leave facilities towards job satisfaction. Alternative hypothesis (H) There is a significant difference between the Age and leave facilities towards job satisfaction.

Degree of freedom = 4

Table value at 5% level of significance is 9.488

Calculated value is 6.198

### **Inference**

Here the calculated value is less than the table value. So the null hypothesis is rejected and alternative is accepted. Therefore it is proved that there no significant relationship between Age and Leave facilities towards job satisfaction.

**Table 14: Status of Employee and Supervision**

Status of Employee /Supervision	Good	Fair	Poor	Total
Officer rank	12	02	00	14
Clerical rank	11	01	00	12
Labor rank	21	03	00	24
<b>Total</b>	<b>44</b>	<b>06</b>	<b>00</b>	<b>50</b>

**Source:** Primary data

Null hypothesis (Ho) There is no significant difference between the Status of employee and Supervision towards job satisfaction.

Alternative hypothesis (H) There is a significant difference between the Status of employee and Supervision towards job satisfaction.

Degree of freedom = 4

Table value at 5% level of significance is 9.488

Calculated value is 0.2275

### **Inference**

Here the calculated value is less than the table value. So the null hypothesis is rejected and the alternative is accepted. Therefore it is proved that there no significant relationship between Status of employee and Supervision towards job satisfaction.

**Table 15: Status of Employee and Transfer Facilities**

Status of Employee /Transfer Facilities	Adequate	Inadequate	Total
Officer	09	05	14
Clerical	08	04	12
Labour	19	05	24
<b>Total</b>	<b>36</b>	<b>14</b>	<b>50</b>

**Source:** Primary data

Null hypothesis (Ho) There is no significant difference between the Status of employee and transfer facilities towards job satisfaction. Alternative hypothesis (H) There is a significant difference between the Status of employee and transfer facilities towards job satisfaction. Degree of freedom = 2

Table value at 5% level of significance is 5.991

Calculated value is 01.192

### Inference

Here the calculated value is less than the table value. So the null hypothesis is rejected and the alternative is accepted. Therefore it is proved that there no significant relationship between Status of employee and transfer facilities towards job satisfaction.

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